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**Responding to the Humanitarian Disaster  
in Rwanda - The Organizational Dimension**

**Two Phase Operation**

There are two phases to the solution of the Rwandan humanitarian disaster. First, the one million plus refugees in Zaire must be sustained with food, water, medicine, and shelter. Second, those refugees must be persuaded to return to Rwanda and assisted in doing so by security and relief operations.

The first phase in Zaire is being handled by UNHCR. The second phase, in Rwanda, could be handled by a refocused UNAMIR working with UNHCR.

For the first phase UNHCR and the NGOs need military support to procure, move, and distribute equipment, medical care, and consumables. To do that mission UNHCR should establish a military component, growing the small airlift planning cell in Geneva into a military logistics operation which would also have a forward presence at Goma.

**Creating UNHCR-MSG**

The US would offer to create the UNHCR Military Support Group (MSG) in Geneva and Goma, under the command of CinCEUR. We would offer to use NATO and PFP military liaison channels to bring other countries into the MSG and into the relief operation.

The MSG would take on the following missions:

- (1) scheduling of relief flights
- (2) airfield operations (off loading, etc.)

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- (3) motor pool and vehicular traffic flow management
- (4) water and sanitary related engineering
- (5) camp and facility security
- (6) communications and computer support
- (7) augmentation of field medical services
- (8) airdrops, if necessary

### REFOCUSING UNAMIR - Phase Two

Simultaneously, we would work with UN DPKO to refocus the peacekeeping operation in Rwanda into a refugee resettlement security operation. As in the Provide Comfort Operation, we need to create a magnet to draw the refugees back to their homeland. That magnet requires two components: security and relief operations.

The current UNAMIR forces should be moved from Kigali to the western provinces from which the refugees departed, to provide security for their return. Working with UNHCR (which should be explicitly authorized to operate with an internal refugee situation) and NGOs, UNAMIR should help to create an environment into which the refugees would want to return.

For this mission, the mechanized infantry that the UN has been seeking for UNAMIR is less appropriate than light infantry and engineering units.

In light of the end of the civil war in Rwanda, the Security Council should urge the Secretary General to reconfigure UNAMIR's membership, equipment, and mission to assist in refugee repatriation. A German medical and/or engineering unit would be particularly valuable in this reconfiguration.